City of Sunnyvale
Program Performance Budget

Program 720 - Utility Billing, Collection, and Revenue Management

Program Outcome Statement

Provide customer service and financial management to enable the provision of the highest quality utility services (water, sewer, and refuse) at the lowest rates necessary, by:

   -Monitoring and maintaining the financial health of the Utility Enterprise Funds,
   -Distributing accurate and timely bills to all customers taking utility services from the City,
   -Maximizing the timely collection of revenues,
   -Reading meters in a cost effective, accurate, and timely fashion, and
   -Providing high quality and cost effective customer service to all customers.

So that:

Program Outcome Measures	Weight	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
◆ A collection rate equal to the average of the previous three years is achieved.					
- Average Collection Rate	5	99.45%	99.53%	99.45%	99.45%
- Actual Collection Rate	5	0.00%	0.00%	99.45%	99.45%
◆ 99.5% of the total number of meters read are read correctly the first time.					
- Percent Read Correctly	4	99.50%	99.98%	99.50%	99.50%
◆ The charge for utility services in Sunnyvale is 98% of charges for comparable services in similar local cities.					
- Percent of Charges for Comparable Services	5	98.00%	90.75%	98.00%	98.00%
◆ Customer calls, including queue time, are answered within an average of 0.75 minutes.					
- Average Minutes	5	0.75	0.50	0.75	0.75
◆ Customer Service Representatives receive an overall provision of service standard rating of 95%.					
- Service Standard Rating	4	95.00%	94.74%	95.00%	95.00%
◆ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.					
- Ratio	5	1.00	1.05	1.00	1.00

Program 720 - Utility Billing, Collection, and Revenue Management

Program Notes

1. Program measure "A collection rate equal to..." - Planned goal reflects one year of data. Three year average will be available for FY 2005/2006.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72001 - Meter Reading Services

SDP Outcome Statement

Provide reliable and cost effective meter reading services, by:

  -Reading meters in a cost effective and accurate fashion,
  -Starting and stopping water service as scheduled, and
  -Evaluating and implementing new meter reading technology and techniques that improve cost effectiveness and efficiency, so that:

SDP Outcome Measures	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
◆ 99.5% of total number of meters read are read correctly the first time.				
- Percent Read Correctly	99.50%	99.98%	99.50%	99.50%
◆ 99% of meters are read within the established reading schedule.				
- Percent Read within Schedule	100.00%	98.86%	99.00%	99.00%
◆ 99% of service starts and stops workorders are completed as scheduled.				
- Percent Completed as Scheduled	100.00%	100.00%	99.00%	99.00%

SDP Notes

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72001 - Meter Reading Services

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Activity 720000, 720001, 720014 - Read Meters for Billing				
Product: A Meter Read				
Costs:	278,251.83	222,214.85	282,708.18	300,989.36
Products:	186,750.00	174,964.00	183,943.00	183,943.00
Work Hours:	5,477.00	4,264.59	5,011.25	5,011.63
Product Cost:	1.49	1.27	1.54	1.64
Activity 720002 - Read Meters for Service Starts and Stops				
Product: A Meter Read				
Costs:	74,063.54	84,795.49	64,225.31	68,263.02
Products:	6,600.00	7,324.00	7,600.00	7,600.00
Work Hours:	1,450.00	1,627.47	1,215.85	1,215.93
Product Cost:	11.22	11.58	8.45	8.98

Totals for Service Delivery Plan 72001 - Meter Reading Services

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Costs:	**352,315.37**	**307,010.34**	**346,933.49**	**369,252.38**
Work Hours:	**6,927.00**	**5,892.06**	**6,227.10**	**6,227.56**

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City of Sunnyvale

Program Performance Budget

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72002 - Customer Service

SDP Outcome Statement

Provide professional and courteous customer service to utility billing customers, by:

  -Responding to billing inquiries in a professional and courteous manner,
  -Processing utility payments in a timely and accurate manner, and
  -Answering customer calls in a timely manner, so that:

SDP Outcome Measures	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
◆ Customer calls, including queue time, are answered within an average of 0.75 minutes.				
- Average Minutes	0.75	0.50	0.75	0.75
◆ Customer Service Representatives receive an overall provision of service standard rating of 95%.				
- Service Standard Rating	95.00%	94.74%	95.00%	95.00%
◆ Payments are processed the day they are received 95% of the time.				
- Percent Processed	95.00%	100.00%	95.00%	95.00%

SDP Notes

City of Sunnyvale
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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72002 - Customer Service

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Activity 720003 - Provide Customer Service				
Product: A Customer Contact				
Costs:	267,897.23	249,622.86	316,931.54	336,654.33
Products:	25,175.00	33,139.00	34,650.00	34,650.00
Work Hours:	5,309.00	5,053.41	5,743.24	5,743.60
Product Cost:	10.64	7.53	9.15	9.72
Activity 720004 - Process Payments				
Product: A Payment Processed				
Costs:	150,382.09	121,994.17	138,570.97	147,256.92
Products:	185,000.00	195,105.00	196,140.00	196,140.00
Work Hours:	2,835.00	2,413.19	2,437.91	2,438.06
Product Cost:	0.81	0.63	0.71	0.75

Totals for Service Delivery Plan 72002 - Customer Service

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Costs:	**418,279.32**	**371,617.03**	**455,502.51**	**483,911.25**
Work Hours:	**8,144.00**	**7,466.60**	**8,181.15**	**8,181.66**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72003 - Utility Business Management

SDP Outcome Statement

Provide financial management to maintain the viability of utility enterprise funds, by:

  -Distributing accurate and timely bills to all customers taking utility services from the City,
  -Monitoring and maintaining the financial health of the Utility Enterprise Funds,
  -Setting utility rates to maintain the financial health of the Utility Enterprise Funds,
  -Maintaining the utility billing system hardware and software,
  -Maintaining the accuracy and completeness of the data retained in the utility billing system, and
  -Providing financial and operation consulting services to the utility operating programs, so that:

SDP Outcome Measures	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
◆ 99% of accounts are billed within the established billing schedule.				
- Percent Billed within Schedule	100.00%	100.00%	99.00%	99.00%
◆ Billing system is operational 95% of the time.				
- Percent Operational	95.00%	99.79%	95.00%	95.00%
◆ The charge for utility services in Sunnyvale is 98% of charges for comparable services in similar local cities.				
- Percent of Charges for Comparable Services	98.00%	90.75%	98.00%	98.00%
◆ Each Utility (water, wastewater, and solid waste) Program Manager will be provided with periodic financial reports as planned 95% of the time.				
- Number of Reports	0.00	0.00	37.00	37.00
- Percent Provided	0.00%	0.00%	95.00%	95.00%

SDP Notes

1. Measure #1 - Goal reduced as result of budget reductions.

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72003 - Utility Business Management

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Activity 720005 - Bill Utility Accounts				
Product: A Utility Account Billed				
Costs:	360,594.97	431,864.80	427,505.09	391,461.66
Products:	193,000.00	190,940.00	195,200.00	195,200.00
Work Hours:	2,013.00	3,565.61	3,545.20	3,545.42
Product Cost:	1.87	2.26	2.19	2.01
Activity 720006 - Billing System Management				
Product: A Work Hour				
Costs:	219,913.23	175,983.07	211,518.92	221,018.13
Products:	1,358.00	736.09	1,225.16	1,225.23
Work Hours:	1,358.00	736.09	1,225.16	1,225.23
Product Cost:	161.94	239.08	172.65	180.39
Activity 720007 - Utility Business Management				
Product: A Work Hour				
Costs:	109,355.86	95,988.52	135,996.57	143,621.60
Products:	1,426.00	1,240.57	1,576.68	1,576.78
Work Hours:	1,426.00	1,240.57	1,576.68	1,576.78
Product Cost:	76.69	77.37	86.26	91.09

Totals for Service Delivery Plan 72003 - Utility Business Management

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Costs:	**689,864.06**	**703,836.39**	**775,020.58**	**756,101.39**
Work Hours:	**4,797.00**	**5,542.27**	**6,347.04**	**6,347.43**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72004 - Delinquent Account Management

<u>**SDP Outcome Statement**</u>

Maintaining a high collection rate of delinquent utility funds, by:

  -Providing accurate and timely notification of delinquency to delinquent customers,
  -Interrupting water service to ensure collection of delinquent funds, and
  -Maximizing collection of delinquent funds through use of other collection techniques in compliance with applicable laws, so that:

SDP Outcome Measures	**2003/2004 Budget**	**2003/2004 Achieved**	**2004/2005 Current**	**2005/2006 Adopted**
◆ A collection rate equal to the average of the previous three years is achieved.				
- Average Collection Rate	99.45%	99.53%	99.45%	99.45%
- Actual Collection Rate	0.00%	0.00%	99.45%	99.45%
◆ 95% of customers who are delinquent after 68 days will have their water service interrupted to ensure collection.				
- Percent of Customers	95.00%	100.00%	95.00%	95.00%

<u>**SDP Notes**</u>

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72004 - Delinquent Account Management

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Activity 720008 - Collect Delinquent Accounts				
Product: A Delinquent Notice Generated				
Costs:	84,267.28	105,797.66	125,630.90	133,492.68
Products:	15,900.00	14,144.00	15,900.00	15,900.00
Work Hours:	1,578.00	1,885.41	2,190.81	2,190.94
Product Cost:	5.30	7.48	7.90	8.40
Activity 720009 - Shut-Off Delinquent Accounts				
Product: A Water Service Shut Off				
Costs:	45,468.58	26,401.43	25,178.77	26,794.65
Products:	370.00	456.00	400.00	400.00
Work Hours:	885.00	511.27	449.74	449.77
Product Cost:	122.89	57.90	62.95	66.99

Totals for Service Delivery Plan 72004 - Delinquent Account Management

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Costs:	**129,735.86**	**132,199.09**	**150,809.67**	**160,287.33**
Work Hours:	**2,463.00**	**2,396.68**	**2,640.55**	**2,640.71**

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72005 - Provide Management and Administrative Services

SDP Outcome Statement

Provide management and administrative services in support of program activities, so that:

SDP Outcome Measures	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
◆ 80% of non-routines are completed within initial plan.				
- Percent	80.00%	0.00%	80.00%	80.00%
◆ Employees attend a minimum of one training session per year as identified in employee's work plan.				
- Training Sessions Attended	13.00	13.00	13.00	13.00

SDP Notes

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72005 - Provide Management and Administrative Services

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Activity 720010 - Provide Administrative and Support Services				
Product: A Work Hour				
Costs:	121,394.11	108,620.47	94,137.78	99,965.44
Products:	1,871.00	1,615.37	1,528.09	1,528.18
Work Hours:	1,871.00	1,615.37	1,528.09	1,528.18
Product Cost:	64.88	67.24	61.60	65.41
Activity 720011 - Special Projects [DELETED]				
Product: A Work Hour				
Costs:	11,567.96	0.00	0.00	0.00
Products:	154.00	0.00	0.00	0.00
Work Hours:	154.00	0.00	0.00	0.00
Product Cost:	75.12	0.00	0.00	0.00
Activity 720012 - Training [DELETED]				
Product: A Training Session				
Costs:	14,005.97	23,802.70	0.00	0.00
Products:	13.00	13.00	0.00	0.00
Work Hours:	176.00	393.22	0.00	0.00
Product Cost:	1,077.38	1,830.98	0.00	0.00

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72005 - Provide Management and Administrative Services

	2003/2004 Budget	2003/2004 Achieved	2004/2005 Current	2005/2006 Adopted
Activity 720013 - Training				
Product: A Training Hour				
Costs:	0.00	0.00	29,284.40	31,046.30
Products:	0.00	0.00	481.79	481.82
Work Hours:	0.00	0.00	481.79	481.82
Product Cost:	0.00	0.00	60.78	64.44

Totals for Service Delivery Plan 72005 - Provide Management and Administrative Services

Costs:	**146,968.04**	**132,423.17**	**123,422.18**	**131,011.74**
Work Hours:	**2,201.00**	**2,008.59**	**2,009.88**	**2,010.00**

Program 720 - Utility Billing, Collection, and Revenue Management

Totals for Program 720

Costs:	1,737,162.65	1,647,086.02	1,851,688.43	1,900,564.09
Work Hours:	24,532.00	23,306.20	25,405.72	25,407.36